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**Impact of Employee Turnover on Organizational Performance in
Service Sectors in Saudi Arabia**

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Dedication

My university journey has finally come to an end after years of effort and perseverance. And here I am, completing my graduation research with energy and determination—something I could not have done without the grace of Allah. All praise is due to Him at the beginning and at the end.

I dedicate this humble work...

To those who gave me the spirit of life and lit up the darkness of this world for me;

To those who were the reason for my existence after Allah and the source of my motivation;

To those who showered me with their sincere prayers;

To those who instilled in me the love of knowledge and learning;

To those whose love surpasses all others,

To those who supported me and paved the way to happiness and success—

To my dear parents, may Allah protect them.

I also dedicate this work to everyone who stood by me and was a source of strength throughout my journey, and to every heart that remembered me in their prayers and wished me well.

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Abstract

The aim of the research was to examine the impact of employee turnover on organizational performance. The descriptive analytical approach was used to complete the procedures of this thesis. The questionnaire was selected as a tool. A random sample of 350 employees from the Service Sectors in Saudi Arabia was selected.

The study reached several results, including the presence of a very high level of workers' needs as one of the dimensions of employee turnover, where the arithmetic mean value was 4.340 with a standard deviation of 0.648. The presence of a very high level of work environment as one of the dimensions of employee turnover, where the arithmetic mean value was 4.297 with a standard deviation of 0.675.

Based on the previous results, several recommendations were presented, including enhancing occupational performance within the Services Company by integrating it into the overall vision and long-term goals of the organization. Also, adopting a comprehensive preventive approach to organizational performance by establishing specialized committees to assess and analyze potential.

Keywords: Employee Turnover, Organizational Performance, Work Environment, Employee Needs, Occupational Health, Services Companies, Preventive Approach, Training Programs, Saudi Arabia.

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Chapter One: General Framework of the Study

1.1 Introduction:

Employee turnover is a critical issue facing organizations across various sectors. It refers to the rate at which employees leave a company and are replaced by new hires. This phenomenon can be voluntary, where employees choose to leave for various reasons such as better opportunities or workplace dissatisfaction, or involuntary, where employees are terminated due to performance issues or organizational restructuring. High turnover can disrupt organizational performance, increase costs, and impact employee morale. The repercussions of turnover extend beyond the immediate loss of talent; they can lead to a decline in team cohesion, reduced productivity, and a negative impact on organizational culture. Moreover, the financial implications are significant, encompassing recruitment, training, and onboarding costs, which can strain resources, especially in competitive markets. Understanding the dynamics of turnover and its implications for organizational performance is essential for developing effective human resource strategies.

In the context of Saudi Arabia, the service sector has been experiencing notable turnover rates, driven by factors such as economic fluctuations, shifts in employee expectations, and the globalization of labor markets. As organizations strive to adapt to these changes, comprehending the underlying causes and effects of turnover becomes imperative. This study seeks to delve into these complexities, exploring how turnover influences organizational performance and identifying strategies that can mitigate its adverse effects.

1.2 Problem Statement

Despite the recognition of employee turnover as a significant factor influencing organizational performance, many organizations lack a comprehensive understanding of its impacts.

High turnover rates can lead to a cycle of instability, where the continuous departure of employees results in a loss of institutional knowledge and expertise. This can create a vacuum in leadership and operational continuity, ultimately hindering the organization's ability to achieve its strategic goals. Additionally, the costs associated with turnover are not only financial but can also include diminished employee morale and engagement, as remaining staff may feel overburdened by increased workloads and uncertainty about the organization's direction.

Furthermore, the lack of effective retention strategies can exacerbate turnover rates, creating a situation where organizations are perpetually in a state of recruitment. This cycle not only affects short-term performance but can also hinder long-term growth and sustainability. Therefore, this study aims to explore the relationship between employee turnover and organizational performance, providing insights that can help organizations mitigate turnover-related challenges and develop more robust retention strategies.

1.3 Significance of this Study

This research is significant for several reasons:

1. **Practical Implications:** Findings will provide actionable insights for HR practitioners to develop strategies that reduce turnover and enhance performance.
2. **Theoretical Contribution:** The study will contribute to the existing literature by providing a nuanced understanding of the relationship between turnover and performance.
3. **Organizational Development:** Insights from this study can inform organizational policies and practices, leading to improved employee retention and overall performance.

1.4 Research Objectives

1. To examine the impact of employee turnover on organizational performance.
2. To identify the factors contributing to employee turnover in organizations.
3. To explore the relationship between turnover rates and key performance indicators (KPIs) within organizations.

1.5 Research Questions

1. How does employee turnover affect organizational performance?
2. What are the primary factors influencing employee turnover?
3. What is the relationship between turnover rates and key performance indicators of organizational performance?

1.6 Study Hypotheses

1. H1: High employee turnover negatively impacts organizational performance.
2. H2: Factors such as job satisfaction, organizational culture, and compensation significantly influence employee turnover rate.
3. H3: There is a significant relationship between turnover rates and organizational KPIs such as productivity and profitability.

1.7 Previous Study

Recent studies have shown a correlation between employee turnover and organizational performance, particularly in the context of Saudi Arabia. Research indicates that high turnover rates

can lead to increased recruitment and training costs, decreased productivity, and reduced employee engagement, ultimately affecting profitability and stability within the industry. For example, a study conducted by Kasa et al. (2025) highlighted that the banking sector in Saudi Arabia is particularly vulnerable to turnover due to competitive job offers and a lack of career development opportunities. This study found that organizations facing high turnover not only experienced direct costs associated with hiring and training new employees but also suffered from a decline in customer service quality and operational efficiency.

Additionally, factors such as job dissatisfaction, insufficient compensation, and inadequate organizational support have been identified as significant contributors to turnover intentions among employees in Saudi organizations. Research by Hamza et al. (2021) emphasizes the importance of recruitment and selection processes in shaping employee retention. Their findings suggest that organizations that implement thorough and strategic hiring practices can better align employee expectations with organizational culture, thereby reducing turnover rates. However, despite these insights, there remains a lack of consensus on the specific mechanisms through which turnover impacts performance, highlighting the need for further investigation tailored to the unique context of Saudi Arabia.

This proposal outlines the importance of understanding the impact of employee turnover on organizational performance and sets the stage for a comprehensive study that can guide organizations in improving retention strategies and enhancing overall performance.

1.8 Theoretical Foundations of the Study

This study will be grounded in several theoretical frameworks:

1. Human Capital Theory: Suggests that employees are valuable assets whose knowledge and skills contribute to organizational performance.

2. Social Exchange Theory: Explains how employee perceptions of fairness and reciprocity influence their decision to stay or leave an organization.
3. Job Demand-Resources Model: Highlights the balance between job demands and resources as a factor in employee turnover.

1.9 Methodology

This study will adopt a mixed-methods approach, combining quantitative and qualitative research methods.

Phase 1: Quantitative Research

- Sample: A survey will be conducted with employees from various industries in Saudi Arabia to gather data on turnover rates and performance metrics.
- Data Analysis: Statistical analysis will be performed using regression models to assess the relationship between turnover and performance.

Phase 2: Qualitative Research

- Interviews: In-depth interviews with HR managers in Saudi organizations will be conducted to gain insights into turnover factors and organizational strategies.
- Thematic Analysis: Qualitative data will be analyzed to identify common themes related to employee turnover.

1.10 Study Tools

1. Surveys: Online questionnaires to collect quantitative data from employees.
2. Interview Guides: Structured guides for conducting interviews with HR managers.

3. **Statistical Software:** for data analysis.

1.11 Study Boundaries

This study will focus on organizations within the service sector in Saudi Arabia, as they typically experience higher turnover rates. The research will be limited to employees and HR managers in these organizations, providing insights relevant to this specific context.

1.12 Limitations of the Study

1. **Geographical Scope:** The study will be limited to the service sector in Saudi Arabia, which may not reflect turnover dynamics in other sectors or countries, limiting the generalizability of the findings.
2. **Self-Reported Data:** The reliance on self-reported data from employees may introduce bias, as participants may provide socially desirable responses rather than accurate reflections of their experiences.
3. **Cross-Sectional Design:** The cross-sectional nature of the survey may limit the ability to establish causal relationships between turnover and organizational performance.
4. **Sample Size and Diversity:** The sample may not capture the full diversity of experiences across different organizations, potentially overlooking unique factors influencing turnover in specific contexts.

Chapter Two: Theoretical Framework

Section One: Career turnover

2.1.1 The concept of work turnover

Work turnover represents a change in the number of members of the workforce through the entry and exit of individuals from the organization during a specified period of time, and since this movement is an indicator of the stability of the workforce. The increase in turnover is one of the problems that the service suffers from in general. Leaving service is one of the main factors that negatively affect the turnover of work, and leaving service has a number of reasons, some of which are due to the individual who left the service, and some of them are due to the establishment, in addition to some reasons that neither party has a hand in, such as disability, death and illness. (Soliman, El-Sayed, & Imam, 2023)

The individual may leave work willingly and by resigning, the individual may resign if he feels that the working conditions or conditions of service do not suit his capabilities, and he is looking for the best, and may be leaving work due to work pressures that were defined as the variables that surround workers and that cause a sense of harassment and tension, which would cause a negative impact on them, which leads to workers not performing their role in full pictures The dismissal of labor was defined as the case in which the management decides that a certain employee or a number of employees who represent a surplus to the actual needs of the establishment in a particular job and cannot be provided with alternative work. (Hatamleh & Al-Shishani, 2023)

The procedural definition of work turnover is to stop working in a regular manner or move to the private sector, and the turnover of work in this study on the researcher by allocating it to the

leavers by choosing the worker, whether by resignation, secondment, delegation, leave without pay or optional pension. (Khairy & Gharib, 2022)

Work turnover, or the withdrawal of employees from their organizations or establishments, is a basic organizational phenomenon related mainly to work environment, job satisfaction and morale. Interest in labor turnover has increased in recent years, and may increase in the future, in light of inflation, the openness of the labor market, the increase in profit and international institutions, globalization, the increase in continuous, complex and interrelated changes in the work environment, and the continuous growth in human resources costs, which requires advanced measurement tools for these resources, including the costs of work turnover and its results. Future, with competitive employment, multiple alternatives, and age, career advancement opportunities may be disrupted. Business turnover is not limited to a particular region or country. (Tichat, 2022)

The term work turnover is called the movement resulting from leaving some workers to serve within the institution and replacing them with new ones, and that many organizations of all kinds suffer from the phenomenon of leaving voluntary work or what is sometimes referred to as work turnover, the years of the twentieth century have witnessed a remarkable interest by researchers to study job leakage from two sides: theoretical to put forward theories explaining the phenomenon, and field research to determine the causes and consequences of this phenomenon, because of the clear material and moral effects of worker turnover on the organization and individuals who leave work and the rest. (Tahaneh, Mansour, & Milhim, 2023)

The term "turnover" or "work turnover" refers to the exit of some employees from the organization during a certain period, due to the termination or termination of their service, disability, death or resignation

Business turnover is defined as permanent withdrawal from an organization, whether voluntary or forced." Work turnover has also been defined as a voluntary cessation of membership in the organization in which the employee works, and it is also defined as exit from work or dismissal as a result of the closure of an organization or the establishment of another organization, and there are those who defined work turnover as leaving the organization and leaving it voluntarily or forcibly permanently, as well as business turnover is defined as. It means the service of an employee outside the organization in other organizations by secondment for a limited period, the employee's voluntary exit from work through a limited period secondment, or the employee's voluntary exit from work through resignation, transfer or early retirement. (Boughoufala & Badraoui, 2021):

When thinking about the phenomenon of job leakage, it may come to mind its negative consequences and the extent of damage and material and moral problems that it may cause to the organization, and this was the strong motivation for conducting many studies and research and the interest of managers in it and their continuous attempts to control, control and mitigate it as much as possible, but when thinking about the results of leakage and its effects, we find that its results extend beyond the scope of the organization to reach the dropout employees and the remaining employees. We also find that these results are not necessarily negative but may be positive for all parties involved. (Elayan, 2024)

It has been reported that it is necessary to search for ways to help management in managing the levels of work turnover because organizations may face a loss of experience and knowledge, which may threaten the development of the work environment. job leakage has many effects, whether at the level of the individual or at the level of the organization or at the level of society as a whole, but the effects of job leakage vary according to time and place, and the phenomenon of job leakage should not always be seen as an absolute evil or absolute good, that is, for job leakage

Negative effects and sometimes have positive effects, but all of this is determined by different reasons and elements according to environmental conditions, the most important of which is the quality of the dropout employees, whether they are the most or least efficient in job performance and productivity, if the dropouts among the workers whose performance and productivity are almost equal to the level of general performance of the organization, then the organization may encourage in different ways the leakage of these workers, because there is nothing that the organization loses or fears for, but may reap positive effects, but the problem is in a case if the leakage occurs among the most efficient and productive workers, then attention must be paid to this phenomenon and the problem and try to quickly search for a solution to it and stop the costly leakage administratively, materially and morally many look at the significant rise in work turnover does not affect the costs of replacement only, but affects sustainable development because human capital, which is one of the most important elements of economic development, the more those responsible for human resources in institutions generally pay attention when planning human resources to job leakage, the more those organizations and institutions are able to predict job dropout rates and adjust them at acceptable limits, as this will reduce the negative effects of job dropout, and vice versa, that is, the more misperception of this problem and lack of attention to it, the more negative effects it will have on those organizations. (Al-Qathami & Al-Otaibi, 2023)

2.1.2 Negative effects of turnover:

The phenomenon of job dropout is one of the most important negative factors that threaten the artery of institutions and stand either for their progress and steadfastness in front of competing institutions in light of the changing environmental conditions, there are a number of negatives to the phenomenon of job leakage of the phenomenon of labor mobility, which is represented in the wage disparity within the same institution as a result of the migration of national labor abroad. Thus,

replacing them with expatriate workers from abroad with salaries much higher than the salaries of national workers who carry the same qualifications, experience and specialization, which pushes the national employee or worker to request immigration abroad and thus the state's loss of education and training costs, the accumulation of experience and entry into other costs to qualify new workers. (Al-Hamas & Al-Geish, 2021)

Job leakage leads to the loss of experience gained by dropout individuals during the years of their work and their proficiency in the quality of those jobs, how much you know that experience is one of the types of knowledge that we have more difficulty in possessing and obtaining, which is the experiences of employees in the organization. People working for the organization know many things about it. The organization that does not suffer from labor leakage has huge volumes of knowledge if it can only reach it, and on the contrary, the organization loses part of its wealth every time one of its employees leaves his work, and as a result the organization may lose some of its customers and the possibility of leaking some of its secrets to other institutions and competing organizations. (Ajina & Abu Al-Nasr, 2021)

The leakage of the human element in the institution is the biggest loss and the first obstacle in the success of the institution. The increase in the percentage of staff dropout negatively affects the productivity of the organization, and its reputation in the external environment, which leads to a decrease in the morale of non-dropouts from the organization, and may lead to additional leakage events by causing a decline in trends and highlighting the fact that there are alternative jobs that may be available. This ultimately leads to highly experienced specialized labor volumes from joining that organization. In this case, it makes sense that the organization should have to rely on inexperienced workers who do not find their chance in highly privileged institutions. Thus, it leads to an unhappy end as a result of the leakage of qualified workers and the enrollment of those with modest expertise

and specializations, that low salaries and wages may negatively affect the job satisfaction of workers and lead them to seek opportunities for alienation and thus high percentage of job dropout. This, in turn, leads to an imbalance in the structure of the distribution of labour between need and reality. (Khairy et al., 2024)

The migration of high competencies in higher education institutions is greatly affected by the situation in which the university professor lives and thus the search for the best, because all current members are trying to improve their situation, the withdrawal of the workforce from the institution entails several costs, including recruitment costs containing advertising, travel and fees in addition to the accompanying administrative costs. We also find selection costs, which include interviews, verification of references, various tests, evaluation centers and related administrative costs, as well as the costs of adapting the worker in the environment of the new institution, and the most prominent of those costs that are spent when appointing new individuals to the institution, or what is known as recruitment costs and filling vacancies, contain material costs, transportation and travel, and the costs of education include the definition and training of the individual to take responsibility for the job, during which other workers in the organization are delayed in order to train the new worker, as well as his productivity It is much less than the amounts received by the worker, in addition to the costs of dismissal from service, which is the bonus upon dismissal from work, and the decrease in performance before dismissal, which is the loss of competence on the part of the abandoner in the period before his separation from work and the cost of having a vacancy during the search for a replacement employee, and the impact may continue until the replacement employee becomes fully integrated into the work home, that one of the costs borne by employers and institutions as a result of the withdrawal of labor, lack of production rate in the period between the worker leaving his job and hiring a new employee to paralyze the vacancy, and sometimes the

employer may not be able to reach a worker with the same specifications as the withdrawing worker, and the period of searching for the appropriate alternative and luring him to fill the vacant position takes a period of time. (Sharif, 2020)

2.1.3 Positive effects of work turnover

Transportation usually has many benefits, including the elimination of some of the difficulties faced by workers, including boredom, boredom and job tension that leads to work turnover, as well as getting rid of some unwanted workers, replacing employees with better performance, and the entry of new and active blood, which helps the process of creativity, innovation and change, and decreasing negative behaviors resulting from the inability of employees to leave their jobs, such as absence, apathy, sabotage, and poor quality work. Leakage may also be the last solution to end the process of organizational conflict over the fundamental opinions, values and beliefs of the organization. (Gohar, El-Said, & Samir, 2023)

There are people who leave a job for personal reasons, such as the desire to obtain values that have nothing to do with work, such as getting a wife, getting another country document, getting a job for his wife, moving to a place where children can get a better education, or for his psychological comfort in modern or small cities, for example. (Soliman, El-Sayed, & Imam, 2023)

One of the positives of job leakage for the organization is getting rid of the employee or worker with poor performance and finding opportunities for efficient promotion, and it is also an opportunity to introduce modern technology in institutions, and tear the ancient bureaucracy based on business technology and its nature.

We also find that job leakage saves costs that occur through the cancellation and merging of vacant jobs and re-characterization, and one of its advantages also helps in the process of canceling

and switching jobs and introducing modern technology in its place after the job became vacant from his neighbor job leakage. (Hamouda, 2024)

Based on the above, the researcher believes: that job leakage has negative effects on both the organization and the individual, especially if it is on the part of competent and distinguished individuals in the organization, so one of the mistakes committed by most administrators is their belief that their mission ends as soon as someone is chosen suitable for a job, and in fact the task has begun, and did not end there, because the most important functions and responsibilities of the administrator is not only selection and appointment, but work hard to retain workers and urge them and push them to work with good performance through improving and providing an appropriate and encouraging work environment, and within the framework of an encouraging organizational climate, gives the occurrence of any negative trends among employees towards both the organization and work, and this is the responsibility of each administrator that ensures that there is no leakage of competencies from the organization to ensure its stability and continuity in performing its mission and achieving its goals. (Tahaneh, Mansour, & Milhim, 2023)

Based on the above, it was noted that job dropout has important effects on the institution, its employees and society as a whole, which can be summarized as follows:

1. Job dropout has positive and negative effects on individuals, their jobs and their self-concept, and these effects affect those who remain in work as well as those who leave it.
2. Job dropout is expensive and organizations should carefully consider these costs.
3. Job dropouts can have positive organizational effects, for example, it can provide opportunities for promotion, the introduction of new technological ideas, and the replacement of underperforming workers with well-performing workers.

4. Lack of job dropout can lead to a set of problems such as blocking roads leading to job development, entrenching old methods, and backloging underperforming workers.
5. Job dropout can have social implications in the areas of productivity and professional development.

Section two: Work affecting workload

2.2.1 Reasons for work turnover

We find that there are many reasons for the turnover of job leakage multiple and varied multiplicity of individuals, organizations and complexes, and through previous studies on the phenomenon of job leakage, we find many reasons, determinants and factors associated with job leakage, as well as we note the lack of agreement of researchers and writers on certain factors and reasons that lead the employee to job leakage, but in general the reasons for job leakage can be classified into repellent and other attractive reasons, individual and other organizational reasons, internal and external reasons, material and other psychological reasons, social and other economic reasons. Finally, reasons related to the worker himself and others related to his circumstances. (Atta, Ahmed, Ragheb, & Metwally, 2024)

1. Regulatory reasons

A. Systems, Regulations and Laws

As a result of the large size of organizations in the modern era and the complexity of their work, and the difficulty of familiarity with the leaders of organizations with everything that is happening in them, it has become necessary to develop general policies governing all forms of behavior and behavior in the various sectors and departments of the organization and its sections, which are above this expression considered the guide and guide for workers in all their work. (Ajina & Abdel-Hakim, 2021)

But the rigidity, backwardness and complexity of these policies and systems sometimes had a bad impact on the behavior of employees and on the atmosphere of human relations within the

organization, as complex rigid systems restricted the freedom of workers and lost them the ability to initiate, innovate, improve and create, and thus low morale and low performance. (Khairy & Gharib, 2022)

2.2.2 Reward systems and promotion opportunities:

He mentioned that the importance of job incentives represented in bonuses and promotion opportunities can not be overlooked as an aspect of the internal environment of work, which contributes to raising the productive efficiency of workers, as man is a being with multiple needs, strives and works to satisfy them and seeks to achieve this to meet internal motives that start from himself and raise the desire to achieve a certain goal, ensuring that the worker remains in his job is linked to the extent to which their work helps them meet their various needs and motives. Additionally, appreciation plays a significant role in achieving the goals of the organization in which they work. Furthermore, it is important for workers to understand their duties and assume their responsibilities, as this leads to comfort and integrity in their positions and behavior. Finally, the existence of a fair and stable system that guarantees their rights and defines their duties is a necessary requirement that must be met in the work environment. (Hatamleh & Al-Shishani, 2023)

2.2.3 Control Systems:

Control is one of the most important main administrative functions, and through it the leadership verifies whether the administrative process has achieved its objectives with the highest possible efficiency, with the least effort and cost and in the shortest time, as the main goal of control is to ensure that workers are moving towards the goals satisfactorily and that these goals are achieved with a high level of effectiveness, efficiency and sound human relations. (Elayan, 2024)

Despite the importance of censorship, it may take a negative curve when the individual feels that he is under direct control and the problem becomes more complicated if the censorship method causes pressure on the individual, and creates a climate that restricts his behavior, the individual may interpret this behavior as a lack of confidence in him and his skills, and thus the control process may frustrate the determination of individuals and make them work in a framework of routine and refrain from innovation and creativity, thinking that this may make them vulnerable to the issue, and then the individual thinks about leaving his job, so the management and those in charge of supervision and control should not raise any concern for the individual because this is counterproductive. (Boughoufala & Badraoui, 2021)

4.2.2 Job Content:

The content of the job includes the aspects that determine the nature of the work, namely diversity, independence and degree of complexity, degree of difficulty, unity of tasks, in addition to the methods by which the tasks of the job are accomplished.

When an individual feels stereotyped by their job or notices a decline in task diversity due to specialization and increased routine, along with a diminished sense of responsibility, self-esteem, and self-control, it can lead to boredom at work. Additionally, a lack of proper evaluation of job content can create significant pressure on the employee, ultimately pushing them to consider leaving their job. (Al-Hamas & Al-Geish, 2021)

Central:

There is a positive relationship between the level of centralization and the rate of job dropout in organizations. This relationship becomes particularly significant when considering the feelings of

dependence, inferiority, and lack of control that it induces in employees, which may ultimately drive them to leave the institution. (Khairy et al., 2024)

Feeling safe at work:

Sharif stresses that an employee's feeling of not belonging to their institution in which he works, and his lack of job security, may increase the degree of job alienation, raise the level of organizational disloyalty, leading to job dissatisfaction. This can ultimately result in employees leaving the institution and withdrawing from their work. (Sharif, 2020)

Relations and communications with the organization:

The more there is a large percentage of participation in primary and secondary relationships and greater integration into work, the less job leakage, as for communications, they are of two types: formal and informal communications, and the high level of official communications in the organization leads to a decrease in the level of job leakage, because informal communications provide information about what is really required to be done in different jobs, which reduces the difference between the expectations of employees and the actual reality, and thus reduces the leakage resulting from the presence of high differences between expectation and reality. Official communications also provided documented information about what is happening in the institution, which makes employees aware of the impression of controlling their situation resulting from knowing exactly what is required of them and what their rights are in return. (Al-Qathami & Al-Otaibi, 2023)

Wages and salaries:

Wages and salaries are considered the most acceptable factor or reason among the owners of theoretical studies, especially administrators and economists, the higher salaries and wages, the more often these results in a decrease in the amount of job dropout. Given the importance of salary and the fact that it is one of the necessary incentives for work, some researchers have found a strong correlation between salary levels and job dropout rates. (Tichat, 2022)

Training:

Training helps employees achieve their desires and needs to progress and grow and satisfy their upward needs, which leads to raising their morale, and thus reduces job dropout.

Working conditions

A. Work pressures:

Work pressures are what lead to a degree of tension and stress to a degree that varies from person to person, and here means those pressures resulting from the nature of work in the organization, which may be characterized by the pressures of excessive workload, time pressures, conflict with others such as colleagues and superiors, and pressures resulting from the length of working hours, ambiguity of the role and risks associated with work. (Soliman, El-Sayed, & Imam, 2023)

B. Normal working conditions:

Normal working conditions mean the physical or spatial conditions surrounding the employee in his work, and these conditions are the first aspects that the individual faces when entering the organization, and they significantly influence their experience, for example:

(Office space, level of cleanliness, level of maintenance, lighting and ventilation, means of communication, and other means that make the spatial work environment favorable and comfortable, which contributes to reducing fatigue, boredom and tension). (Imran & Hayasat, 2020)

It is necessary to pay attention to providing suitable working conditions for the individual so as not to lead to the unsuitability of this individual to work due to the lack of a suitable place for him, and they have divided the division of working conditions into:

☒ **Material working conditions:**

Physical working conditions are represented by devices and equipment, the workplace, ventilation, lighting, the place system and its cleanliness, noise, working hours, shift system and communications, these factors affect the efficiency of individuals and their desire to work to a large extent; the better these conditions are optimized, the more effective the work will be. (Atta, Ahmed, Ragheb, & Metwally, 2024)

☒ **Functional working conditions**

Are those work-related conditions in terms of formal and informal organization, which have an impact on the performance of individuals and their satisfaction with their work?

The official organization is defined as a set of rules and regulations enacted by the management of the organization to govern the relations of employees and determine the boundaries of departments and sections, allocate roles, define the competencies, authorities and responsibilities, and determine channels of communication, and this organization and regulations are intended to create a specific system under which work is conducted, and adheres to its limits, and there is no doubt that any work requires an approach and a system governed by it, otherwise chaos, ambiguity

of terms of reference, confusion of responsibilities, and loss of effort, time and money. (Gohar, El-Said, & Samir, 2023)

Formal organization means the set of personal and social relations that arise and grow between workers as a result of their meeting in the workplace and the formal and informal organization sides are complementary to each other, and the relationship between them is intertwined, and it is noted that there are individuals who remain in their job work even if their salaries do not increase, but they do not have the willingness to stay in the absence of strong and good relations between them, which reflects negatively on performance. (Tahaneh, Mansour, & Milhim, 2023)

2.2.5 :Administrative Leadership

Administrative leadership as the method of dealing between the president and his subordinates based on the importance of mutual relations between them, as each of the parties to this relationship affects the achievement of the needs, desires and goals of the other party, and convinces them to strive to achieve the goals of the organization. (Hamouda, 2024)

There are behaviors of leaders that contribute to the low level of their subordinates, such as extreme cruelty and lack of humanity in their dealings with them, as well as favoritism and discrimination against a category of employees at the expense of other employees, which leads to the level of satisfaction and performance of subordinates.

The use of spy methods between workers on each other and the creation of a climate characterized by mistrust and suspicion can lead employees to seek to escape the organization and ultimately leave.

6.2.2 Application and employment opportunities:

Job dropout may occur as a result of an employee leaving their job driven by expectations with greater outcomes than the new job, in terms of higher job challenges, professional development, and a more supportive organizational climate. The employee may withdraw from his work as a kind of escape from work pressure or a practical situation that does not encourage compatibility between the individual and the organization, and this escape may be a correct psychological step for the individual. (Al-Qathami & Al-Otaibi, 2023)

7.2.2 Individual variables unrelated to work:

Often, the relationships between individual variables unrelated to work—such as economic, organizational, and personal factors—are neglected in discussions about employee dropout, and it may seem obvious that the individual's decision to leave the job involves not only evaluating current and perhaps future jobs within the organization or outside, but also evaluating variables that have nothing to do with work, such as family, for example. (Gohar, El-Said, & Samir, 2023)

Individual variables that are not related to work are evident, such as an employee's search for a job for his wife. Or his son or moving to another region gets an education for his children in better and personal ways such as looking for an identification document from another country for himself, proximity to the Holy Land for him, etc. The importance of these variables is evident in the fact that they often cause job leakage due to their control over the worker. (Khairy et al., 2024)

2.2.8 Economic factors:

The economic situation in general can be influential in several ways, including unemployment and job levels, job vacancy rates, national output, inflation rate, supply and demand

in the labor market, and others. Labor turnover is directly affected by the economic situation because it is any economic situation - determined and built by the occurrence or non-occurrence of labor under all circumstances, the higher the unemployment rates, the lower the turnover rate of labor in the institution. (Ajina & Abdel-Hakim, 2021)

2.2.9 Incentives:

Incentives are factors that activate a person's motivation and influence their behavior. They are a significant driving force behind job turnover, particularly when there is an imbalance between the effort an employee invests in the organization and the monetary and moral rewards they receive in return. An individual's moral state and job satisfaction are determined by the balance between their needs and the motivating factors within the organization. When this balance is disrupted, it increases the pressure individuals face, which may ultimately drive them to withdraw from work to escape stressful situations. (Ajina & Abu Al-Nasr, 2021)

2.2.10 Organization Culture:

The performance of the organization is another determinant of worker turnover, as employees and workers do not tend to leave the work of the organization that they are familiar with, and towards which they feel the pride of belonging and pride in it and its community.

On one hand, the definition of the organization is a strong influence on labor turnover in Britain and Japan. On the other hand, organizational culture shapes employees' intentions regarding turnover. This culture is determined by three fundamental factors: (Soliman, El-Sayed, & Imam, 2023)

- A. Skills of workers: A study in the United States of America showed an inverse relationship between labor turnover and the level of cost of training.
- B. For example, conflicts between bosses are usually mentioned in exit inspections, successive conflicts with monitoring and supervision can usually be avoided and addressed with training and proper selection, that personal relationships and justice are what maintain the survival of the worker in his institution.
- C. Communication skills, both formal and informal, play a crucial role in employee turnover. Formal communication includes channels such as news bulletins, suggestion boxes, memos, voicemails, and emails. Employees prefer to be informed by their organizations and to feel heard by management; thus, establishing formal communication channels can positively impact turnover rates. Informal communication, while less visible, is also effective. This includes employee organizations, unions, and even rumor networks, which can influence the organization's reputation. A negative reputation often leads to higher turnover rates. Additionally, a lack of employee understanding regarding the organization's culture and goals, along with unclear expectations for their roles, is a significant factor contributing to job departure. (Khairy & Gharib, 2022)

2.2.11 Political Environment:

Institutions are influenced by the surrounding political environment, including political power, the level of political and democratic awareness among the populace, and the degree of political stability in the state. Research indicates that political practices are a direct cause of increased employee turnover, particularly in developing countries, due to bureaucracy and political corruption across various sectors. As a result, many professionals prefer to move to private organizations, often outside their home country, as appointments have increasingly become tied to favoritism, personal

relationships, and narrow partisan interests rather than qualifications and competence. Among the political factors contributing to higher labor turnover is political instability and the intertwining of civil service with politics, which often leads to a misalignment of individuals in their appropriate roles. (Sharif, 2020)

2.2.12 Competitive Environment:

The competitive environment for business organizations and institutions is one of the biggest challenges facing in obtaining employees and workers, so we find that major companies have merged and extended and formed branches in most continents and competed for the best human resources by providing incentives, salaries, allowances, promotions and training to win high competencies in discovering talented people through a thoughtful personal interview for the worker and discovering his skills, talent and abilities during the trial period. (Boughoufala & Badraoui, 2021)

2.2.13 Personal reasons:

An individual may leave his work as a result of personal reasons, which are as follows:

- (1) Values: Job leakage may occur as a result of religious values and principles, such as the conflict between the work of banks operating on the interest system and the provisions of Sharia.
- (2) Age and length of service: They have an inverse relationship with leakage, as the younger the employee and his short service period, the more likely he is to drop out than the older employee with a large length of service.
- (3) Social and family responsibility: The greater the social and family responsibility of the employee, the more motivated him to search for alternative jobs better in terms of pay, transportation or

any other dimensions, and in this regard, some point out that women may have additional reasons to the above, which is not to continue working or associated with raising children.

- (4) Job ethics: The reason for leaving work may be due to work ethics when he defined it as: a set of creative principles and values, which may be unique to a certain culture of cultural heritage that deals with the good and the bad, with moral duties and obligations, including harassment in the workplace, fair treatment of workers and discrimination between them, and bribes that may be considered factors that push workers to leave their jobs because they do not match their culture.
- (5) Ambitions: Workers leave their jobs because of ambitions to provide the best well-being for them and their families, workers leave their jobs because of immigration to petrodollar countries in order to increase their income and achieve success that they could not achieve within the work environment in which they work, and may be one of the greatest reasons for immigration because of job opportunities that provide them to adjust their conditions for the better. The writer adds that some workers are waiting for the right opportunities for their chances, and if you are, they will not delay in wasting them.

Personnel movements:

Contemporary institutions are famous for their many workforce movements, both internally and abroad. There is more than one reason for such a movement within the organization, including organizational changes by the management of the organization, such as changing the content of some jobs, regrouping and merging jobs, or separating functions to increase the effectiveness and efficiency of the organization. Also, the reason for changing the business itself is the extension and expansion of the provision of services, increasing the capacity of the factory, following diversification policies, and increasing services to the public. This leads to the need to create new jobs, as well as to promote eligible workers to be used in vacant positions. (Hatamleh & Al-Shishani, 2023)

Secondment:

Secondment is the lending of a public official to an international organization, a regional organization or a foreign government to perform the tasks of a specific job. Its duration is one year, renewable for a maximum period of five years, after which the employee returns to his original job upon a written request to the university from the international body or organization or the foreign government, or based on the worker's obtaining an employment contract and the approval of the university. (Elayan, 2024)

Scarring:

Secondment is the transfer of an employee from one government unit to another to assume the burdens of a job in which it is required.

It may also be seconded to a public institution or even to the private sector. Usually, the job required for it needs scientific or professional experience that is not available in the requesting unit, and the period of delegation is one year, renewable so that it does not exceed five years, and it is noted that the delegation or secondment requires that the public employee has successfully passed the probationary period. (Al-Hamas & Al-Geish, 2021)

Transportation:

Transfer is a horizontal movement, which is the transformation from one job to another, and transfer means assigning the employee to perform a job at the same level at his current job in a location other than the location where he performs his current work, and it means changing the worker's current job to another job in the same institution or one of its branches, for example:

This happens when a decision is issued to transfer a professor from the University of the Holy Quran and Islamic Sciences in Omdurman to the university branch in Gedarif, Madani or El-Obeid. (Hamouda, 2024)

The transfer is divided into temporary and permanent, the temporary transfer is usually due to the change that occurs in the volume of work, or the lack of workers worthy of a particular work, while the factors that cause the permanent transfer represent the change that leads to the restructuring and organization of the institution (Gohar, El-Said, & Samir, 2023)

2. End and Termination of Service:

The termination or termination of service means the interruption of the worker in the institution in which he works, and it takes place in three cases: either by virtue of the law or by a decision of the administrative organization or at the initiative of the employee or the worker himself.

3. Resignation:

Resignation means a written initiative by an employee or worker, in which he expresses his desire to terminate his relationship with work in the institution, by specifying a certain period, after giving the employer a legal warning period to arrange work matters. The resignation of the worker may be caused by working conditions, conditions of service that may not suit his abilities and qualifications, health or psychological reasons, or dissatisfaction with the level of relations prevailing among his colleagues and superiors, and perhaps family reasons and circumstances. (Atta, Ahmed, Ragheb, & Metwally, 2024)

4.:Application for retirement on voluntary pension

Voluntary retirement is at the request of an employee or worker who has completed 25 years of pension service or has reached the age of 50 years with at least 12 years of pension service. It is a request for retirement before reaching the legal age, and a decision was issued to amend the pension of the university professor to the age of 65 years instead of 60 years. (Tahaneh, Mansour, & Milhim, 2023)

5. Supervision issues:

The problems of supervision and the relationship between some superiors and subordinates are among the reasons that lead the employee or worker to request transfer to another department or to leave work.

Management sometimes causes an increase in job dropout when it prepares improper job policies, when it cannot provide stability to employment, or does not follow up and define the responsibilities of supervisors and their relationships with their subordinates. People management may bear the largest share of turnover, failing to put the right person in the right place, ignoring objective policies for promotions, or not caring about setting people's and other policy rules. (Tichat, 2022)

2.2.14 Factors that lead to work turnover

These factors are:

1. Leadership and supervision style:

The leadership process is one of the most influential processes on the motivation of individuals to perform and also their psychological attitudes and satisfaction with work and leadership in general is the main axis of the relationship between heads and subordinates, and

administrative leadership plays the basic and important role in administrative processes as it is the thinking head of the organization as the productivity or completion of any work is affected by the quality of leadership because of its impact on its employees, knowing that the decisions of managers if not depend on the acceptance and support of subordinates can become impractical and useless. (Khairy & Gharib, 2022)

They explain that good leadership is the one that seeks to spread the spirit of belonging and loyalty to the organization by employees, and thus leads the organization to achieve its goals, leadership in essence is a process of influence using multiple means exercised by the leader within the organization in order to influence subordinates in order to achieve the goals of the organization, and in light of this, leadership and style is one of the important elements and components of the internal work environment due to the reflection of its impact on the performance of employees and thus on the productive efficiency of the organization in general. (Al-Qathami & Al-Otaibi, 2023)

Administrative leadership at various levels must influence employee behavior and provide proper guidance for effective performance and positive interactions. To achieve this, a set of strategies and tools should be employed by leadership within the organization, including: (Imran & Hayasat, 2020)

The leadership style through the previous proposal represents a vital dimension of the work environment in the organization as it works to influence the behavior of employees and coordinate their efforts to achieve the goals of the organization, so addressing this element of the internal work environment takes a large part of the importance to identify the appropriateness of the work environment for the performance of employees and its impact on it in organizations. The behavior pursued by the direct manager also plays a key role in the degree of satisfaction of workers with work,

the direct boss's awareness of the importance of the human aspect is reflected in the performance of his subordinates and that the worker is ready to sacrifice his time and be more prepared, everything that is required if the relationship between him and his direct supervisor is based on humanitarian considerations and on the contrary, strict orders do not achieve the satisfaction of subordinates, and the escalation of errors leads to a difference in the relationship between the president and subordinates. (Ajina & Abdel-Hakim, 2021)

2. Participation in decision-making:

Participation in the decision-making process affects the satisfaction of employees and provides them with kindness for their psychological satisfaction. Participation must not be a sham in order to deceive and make employees understand that they are partners, but it must be a real and actual participation that seeks to serve the goals of the organization and the goals of employees alike, and this will only be done if management has full confidence in the capabilities of employees and their ability to innovate and make sound proposals. (Gohar, El-Said, & Samir, 2023)

3. The nature of relations within the organization:

Administrative organizations are characterized by the control of the human and social dimension on the inputs and outputs of these organizations, as the important element in the field of relations is the human being himself, who plays the most important role in all levels of organizational performance in any organization.

Relations, whether between superiors and subordinates, or between subordinates and each other, are among the most important characteristics of the internal work environment, which constitutes a positive climate for work in harmony and compatibility with all affiliates in the

organization, and this of course is only available with a good work environment in which the spirit of cooperation, harmony and cohesion at work prevails, which leads to raising the morale of employees, which contributes to increasing their loyalty to the organization, as the work environment is considered a social situation in which relations between individuals take place in ways imposed by the organizational rules in the organization. (Ajina & Abu Al-Nasr, 2021)

4. The employee's general relationship with others:

The Islamic religion has determined and arranged on the employer, whether it is an individual, a state or a private company, duties that must be fulfilled for the workers Almighty said: Fulfill enough and do not be one of the losers (181) and weigh the straight Qistas (182) and do not underestimate people their things and do not rise in the ground corrupting Surat poets verse (182) and the Almighty said: ﴿And for all the degrees of what they have done and to fulfill their deeds and they do not oppress Surat Al-Ahgaf, verse (19). The Messenger of Allah (peace and blessings of Allaah be upon him) said: "Give the wage earner his reward before his sweat dries" Narrated by Ibn Majah. In the hadith of Qudsi, the Messenger of Allah (peace and blessings of Allaah be upon him) narrated from his Lord: "I am their adversary on the Day of Resurrection, and whoever I was his adversary, his adversary, a man who gave to me and then treacherously, a man who sold free and ate its price, and a man who rented a wage and paid it and did not give him his right" Narrated by Imam al-Bukhari. If the rights of workers are guaranteed, including wages, allowances, vacations, social and health security, etc., in return, the workers shall be obliged to fulfill the duties agreed upon in all sincerity and honesty. (Soliman, El-Sayed, & Imam, 2023)

5. Material working conditions:

The nature of the tasks performed by workers in organizations contributes to raising their morale and developing their sense of the importance of the work entrusted to them, and this leads to efforts to work in a satisfactory manner that keeps pace with the objectives of organizations and the nature of activity within the organization, which is a mirror reflecting the internal work environment and when the necessary qualifications or tendencies towards performing the work are not available, this leads to a sense of boredom and dissatisfaction with work, especially if the worker works in an environment that lacks opportunities for career development and growth and is not appreciated by his superiors at work. (Boughoufala & Badraoui, 2021)

An employee's knowledge of the nature and importance of his work leads to an understanding of the work environment in which he works, which contributes to the efficient and effective performance of his job duties. It also creates a sense of importance among employees in the organization as a result of their performance of their jobs in the organization. This feeling increases the more important the job they perform. The nature of the work, which allows the use of mental abilities and innovations and provides opportunities for creativity and a sense of happiness when completing these innovative works, provides employees with a suitable work environment and a suitable place for fair competition among working individuals, provided that there is an appropriate return for this creativity in work. If the employee is appreciated and respected, he can produce and increase his loyalty to the job with the availability of appropriate working conditions. (Khairy et al., 2024)

6. Politicization of management:

The process of political interference in the administrative processes of public institutions directly affects the stability of qualified competencies in the organization, and therefore a clear and

explicit opinion has emerged calling for the need for complete political neutrality of the administration. Proponents of this view are based on two sets of arguments, the first relating to political nature and the second to considerations of effectiveness and efficiency in administrative activity. (Tahaneh, Mansour, & Milhim, 2023)

On the one hand, they argue that the administration, which consists of employees who are politically biased towards one of the parties, poses a real threat to public freedoms, because of the partisan achievement of discrimination in the treatment between citizens and employees, favoritism of supporters of the party to which the administration belongs, and the persecution of supporters of other parties. Except on objective grounds derived from the competencies and qualifications required to fill the positions. (Elayan, 2024)

Finally, only a management that adheres to political neutrality and requires employees to be selected on the basis of merit and competence alone, with guarantees of assurance in their careers, can withstand the pressures of influence, groups and other influential forces in society. (Al-Qathami & Al-Otaibi, 2023)

The second group of reasons highlights that when an administration selects and promotes employees based primarily on their loyalty to a political party, it often results in appointing individuals who lack the necessary technical qualifications for their roles. This practice undermines the objectivity of the selection process, leading to a decline in the quality and effectiveness of the administration. When political neutrality is not upheld, it can diminish loyalty and job satisfaction among qualified employees who value impartiality, ultimately leading to increased job turnover. (Khairy & Gharib, 2022)

7. Specialization and division of labor:

Employee must perform each individual work that he masters, so that he can perform his work in the required manner of accuracy and mastery, where he goes to this particular work and focuses his efforts and directs all his attention to it, and this principle is considered one of the oldest principles of organization all, and it is commensurate with the nature of things as a person cannot master everything, and then it was better to specialize in one thing or a group of similar works. However, one of the most important problems of specialization is the problem of boredom and weak motivation as a result of repeating the same work, so some organizations follow to overcome this problem one of the modern methods known as expansion or job enrichment, which requires adding new burdens on the employee so that he does not feel bored and even activate his motives as a result of his ability to carry out several activities, but the point that must be emphasized is that career expansion does not cancel the principle of specialization, but addresses the psychological problems resulting from it. (Sharif, 2020)

8. Decentralization and delegation of authority:

Delegation refers to the temporary transfer of powers from a person at a certain organizational level to another at a lower organizational level. When the other person accepts such authorization, he shall be bound to perform the duties assigned to him by his superior and shall exercise the powers necessary for their performance, and shall be liable to his superior for the acts he has performed. (Hamouda, 2024)

Managers differ in delegating some of the powers they have, to those who have inferior to them on the organizational structure, a manager may want to train one of his subordinates and then for promotion, so he delegates some of his powers to him in order to develop his abilities to make

decisions, take responsibility, develop a sense of confidence in him, innovation and creativity. This, in turn, reflects on the efficiency of his performance positively and thus increases productivity rates, and another manager may be afraid of delegating authority to his subordinates, as this is considered a violation of his rights or a reduction of his importance, and he is afraid of the superiority of his subordinates if he assigned them some of his powers, and this is also reflected on subordinates negatively, as they feel a sense of mistrust of the manager in their abilities and competencies, which reflects negatively on him as their morale decreases and then a kind of frustration occurs to them that makes them dissatisfied with their work and thus their performance decreases and their productivity is transferred. (Hatamleh & Al-Shishani, 2023)

9. Conflict and ambiguity of the role:

The conflict is the struggle for status, power and access to the largest amount of scarce or limited resources and this leads to the instability of the organization, because individuals who have not achieved their goals feel dissatisfied with the work and therefore the intention to leave work, organizational conflict is generally seen as a dysfunction in the organization as the conflict can lead to increased tension and anxiety among employees of the institution and consequent low productivity and the prevalence of a spirit of despair and surrender. The conflict may lead to negative results, including a sense of defeat among some employees, and the distance between employees in the organization, and thus the spirit of suspicion and mistrust prevails among workers, which leads to a high rate of job dropout. (Khairy et al., 2024)

10. Work accidents:

Among the reasons for the lack of care for the cleanliness of the organization, insufficient spaces allocated for work, narrow corridors, lack of clear definition, poor lighting, the presence of

sharp and exposed surfaces, manual handling of materials, improper movements by individuals, and the accumulation of materials without care or order. In order to avoid the causes of accidents within the work environment, there must be a security official who tries primarily to gain the cooperation of workers and spread awareness among them, and one of the means used to spread awareness towards industrial security is to appoint leaders from among the workers who rotate leadership at periodic intervals to maintain the safety of individuals in the groups they lead, and this in turn achieves a sense of security for workers, this fosters a work environment filled with confidence and reassurance, ultimately enhancing the efficiency of their performance and increasing overall productivity. (Tichat, 2022)

11. Working hours:

The number of working hours an individual spends affects both their performance and their job satisfaction, the longer the period spent by the worker in his work, the more this has a negative impact on his performance and productivity, as he feels bored, apathetic and exhausted, especially in the last hours spent at work, after his energy has been criticized and he is in urgent need of rest and recreation away from the work atmosphere, but if the working hours spent by the individual in his work are appropriate, i.e. In line with his mental and physical abilities and also with the demands of work, he is more active and energetic from the early hours of the day until the last hours. (Ajina & Abdel-Hakim, 2021)

12. Justice and its impact on the survival and stability of workers:

The need for justice is one of the governing factors in determining wage rates, especially both external justice and internal justice, external justice must be achieved by comparing the organization's wage rates with their counterparts in other organizations so that the employer can

attract individuals to work for him or at least to retain the current workforce. Internal justice is achieved by taking into account that the individual receives a wage equivalent to what others receive in the regulations who have the same level of skills, experience and level of qualification and perform the same job. (Al-Hamas & Al-Geish, 2021)

13. Fairness of returns:

When individuals perform effectively and receive high returns, there is satisfaction with work, as well as low returns as a result of ineffective performance, this is a fair result expected from employees. (Imran & Hayasat, 2020)

14. Involving employees in the profits of the institution:

The philosophy of involving employees in the profits of the institution is one of the main factors that led the Japanese worker to be more loyal and satisfied to his organization because he believes that he is a shareholder in it and not only an employee, which makes him ready to exert more effort and good performance to develop and succeed the institution. (Ajina & Abu Al-Nasr, 2021)

Section three: job performance

2.3.1 Introduction

Any organization seeks to achieve certain goals, and in order to achieve these goals, the organization makes an effort that crystallizes in the results or achievements, and that performance may be a human source or may be a joint work between man and machine, and in all cases, performance is the basis for directing the behavior of the machine or material, so the subject of performance is one of the most important topics that concern management in all developed and developing countries alike, as the growth of real income in developed countries raising their standard of living depends mainly on raising the efficiency of performance. (Nasr, 2023)

It also reflects the level of economic and civilizational progress of these countries, so performance has received the attention of many researchers, scholars and practitioners of management and organization work, because good performance is the only way to survive and continue and to ensure and confirm the achievement of the goals for which the organization was established. In order to perform in the best manner, material, human and moral requirements must be provided, organizational and administrative conditions and situations must be created, and information, guidance and standards must be provided to guide performance. (Al-Rashidi, 2024)

The concept of performance means the outputs and goals that the organization seeks to achieve through its employees, so it is a concept that reflects both the goals and the means necessary to achieve them, that is, it is a concept that links the aspects of activity with the goals that organizations seek to achieve through the tasks and duties performed by workers within those organizations. (Balula, 2024)

Accordingly, the job performance of each individual is measured first by diligence, perseverance and the extent of the skills possessed by each individual, and his seriousness in acquiring experiences through courses and benefiting from them, and the capabilities possessed by the individual must be exploited sufficiently, and does not look at the total difficulties and frustration that are resulting from his work, but must exceed all the obstacles encountered at work, if there is a theory of performance at work, he must work out and try the impossible in order to invest in the opportunities that are available to him, so he works and interacts with every product that is in the interest of the work. (Al-Khodari, 2020)

Successful performance depends on many factors that can motivate the individual to exert more effort, including the worker's notice that his work is desirable and his sense that his boss and colleagues at work are affected by him and interact with him and he has the opportunity to express himself at work and creativity in it and use his mental and physical skills to the maximum extent possible, and has the ability to develop, persevere and accuracy, and understand the various aspects of work in order to achieve better performance. (Sherwani, 2023)

2.3.2 Concept of functionality

When we talk about this performance, we mean job performance, and the concept of performance means the outputs or goals that the system seeks to achieve, that is, it is a concept that links the aspects of activity with the goals that these activities seek to achieve within the organization and performance refers to the degree of achievement and completion of the tasks that make up the individual's job, which often reflects how the individual achieves or satisfies the requirements of the job, there is often an overlap between performance and effort, the effort refers to the energy expended, while performance is measured on the basis of the results achieved by the individual. (Badib, 2021)

The concept of performance is one of the concepts that have received a large share of attention and research in management studies, because of the importance of the concept at the level of the individual and the organization and the overlap of influences that affect performance and diversity for that purpose, and in line with that, it can define performance as the result through which it recognizes the performance of the individual for his tasks and abilities to perform and the characteristics necessary to perform the work successfully. (Al-Shehri, 2019)

Performance is defined as the responsibilities, duties, activities and tasks that make up the work of an individual who must perform it as required at specific rates. (Duweikat, 2023)

Performance is also defined as the practical results that result from events and achievements or what individuals do within the organization. (Tichat, 2022)

Performance is also defined as the output achieved by an employee when performing any work in the organization.

Others also define it as the person's carrying out the tasks and duties assigned to him to ensure his direct validity in carrying out the tasks and burdens of his job, as it is a practical behavior performed by an individual, a group of individuals or an institution represented in the actions, actions and movements intended for a specific work to achieve a specific goal. (Benhammou, 2022)

Performance was also defined as behavior that occurs as a result of a particular profession, whether imposed on it by others or performed by itself.

It is clear from the above that the multiplicity of definitions of performance is a result of the multiplicity of studies and research in this field, and despite the difference of researchers in their definition of performance, there are common factors that bring them together, and their difference is

partial and not substantial, and based on the above, the researcher believes that the concept of real performance is seen as the product of a number of overlapping factors that should not be completely ignored, and try to reconcile them all and thus performance refers to the degree of achievement and completion of the tasks that make up the job Individual. (Nasr, 2023)

2.3.3 Elements of functionality

Job performance consists of different elements: (Al-Rashidi, 2024)

- 1) Knowledge of job requirements: includes general knowledge, technical and professional skills, and scientific background about the job and related fields.
- 2) Quality of work : It is what the individual realizes about his work and his desire, technical skills, ingenuity and ability to organize and implement work without making mistakes.
- 3) The amount of work done , that is, the amount of work that an employee can accomplish under normal circumstances. For work, how fast this achievement is.
- 4) Perseverance and confidence include seriousness and dedication to work and the employee's ability to take responsibility for work and complete work on time, and the extent to which this employee needs guidance and guidance by supervisors, and evaluation of the results of his work.

2.3.4 Performance levels:

It has been pointed out that there are three levels of job performance:

1. Performance at the organizational level:

The organization is a total or partial system that needs a set of inputs and provides a number of outputs to its customers, and this system consists of several elements: the market or the group of

consumers, in addition to the sources that the organization needs to obtain the necessary outputs currency, which is capital, technology, human resources, legislation, time, then the economic, political and social environment and the values that the organization is affected by. Every organization is considered a system that must adapt to internal and external changes and influences. (Balula, 2024)

Performance at the organizational level consists of the following basic elements: (Al-Khodari, 2020)

- **Strategy and objectives:** It is concerned with the parties to which the services or product will be directed, the quality of these goods or services, and at what level their prices and quality will be determined.
- **Organizational structure:** The analysis here focuses on the level of efficiency and effectiveness of this structure and its ability to serve the processes that will produce goods or services.
- **Scale:** It is a tool that can be used in a way that serves the strategy and objectives.
- **Management:** This involves researching how administration is conducted across various paths and directions, as well as how to implement corrective measures when necessary.

2. Performance at the operational level:

It focuses on ensuring that the following elements are present: (Sherwani, 2023)

- **Operations and their necessity and importance** to achieve the organization's strategies.
- **Operations objectives** where it is ensured that these objectives are compatible and integrated with the objectives of the organization as a whole.
- **Process Design and Structure:** Here it is ensured that the design and structure of processes are oriented to serve the objectives and requirements of operations.

- Measurement of operations: This is done to ensure that the system of performing operations is efficient and effective, and enables the analysis of work and correction of deviations rationally.

3. Job-level performance:

It is known that the outputs of any organization come through operations, and that operations are managed and performed by individuals who are regular in the work in the form of teams, groups or units at various levels, specializations and fields of work. (Badib, 2021)

The factors that determine the level of effectiveness of performance at the job level are: (Al-Shehri, 2019)

- The presence of the job: The extent to which it is necessary to produce the process or contribute to the production of part of the process.
- The objectives of the job, or what is sometimes known as the general competence of the job, and its suitability with the objectives of the process.
- Function Q : It is ensured that the function can be measured.
- Job management: through which the process of monitoring job performance and analyzing deviations in performance.

It is generally noted that performance at all levels must be compatible and consistent with each other, in addition to the fact that performance at the levels of the organization and the functional process needs specific measurable objectives that reflect the expectations of the beneficiaries of the services or goods provided by the organization, and performance at the three levels needs a design or structure that includes key components that enable the goals to be achieved efficiently and effectively. (Duweikat, 2023)

2.3.5 The importance of determining the level of job performance:

Most organizations seek to determine the quality and quantity of performance and determine the capabilities possessed by each individual and the extent to which these individuals need to develop, and given the importance of workers in organizations, it is necessary to prepare a system to determine the level of performance of employees represented in:

1. The ability of the organization by determining the level of performance of its human resources to identify strengths and weaknesses and their negative and positive repercussions on the productivity of the individual and the effectiveness of the organization. (Tichat, 2022)
2. Raising the morale of employees, as providing an atmosphere of understanding and good relations flows between employees and management when employees feel that their efforts in performing their work are appreciated by management and that the main goal of determining the level of performance is to address weaknesses in their performance. (Benhammou, 2022)
3. Contributing to discovering untapped potential talents among employees, as well as modifying performance standards and increasing employee performance, in addition to drawing up the organization's workforce plan and the required development, training, and providing rewards and incentives to employees. (Nasr, 2023)
4. Provide workers with the opportunity to correct their mistakes, work to avoid them, develop their skills, achieve their aspirations, obtain bonuses, climb the career ladder and transfer. (Al-Rashidi, 2024)
5. Using performance assessment to nominate individuals for senior positions, as the job requirements alone are not sufficient to fill the position. Individuals must be differentiated based on their competency assessment through the evaluation process.

2.3.6 Factors affecting employee performance

Many factors affect the level of performance of employees in general, some of which affect directly and some indirectly, and the most important of these factors are the following: (Balula, 2024)

- The goals and values of the employee and their relationship to the goals of the organization.
- Demographic characteristics of an individual age gender marital status.
- Incentives.
- Mental abilities and personality traits.
- Labor relations and its characteristics.
- Technology and training.
- Physical conditions such as equipment, tools, lighting and heat.

It is clear from the above that the level of performance of employees is related to many internal and external influences that are reflected in the level of their performance, and these influences vary according to the goal on which the study is based, and therefore this study has dealt with the relationship of the dimensions of the organizational climate decisions incentives communications, technology attention to workers at the level of job performance so that the researcher can benefit from the factors affecting the performance of employees in order to reach the improvement of the performance of employees for the benefit of the performance of the organization as a whole. (Al-Khodari, 2020)

2.3.7 Methods of measuring the performance of employees:

Measuring the performance of employees is a necessary process for any organization, especially when this organization is a service, as this process entails many decisions in the field of

personnel management, and through the evaluation process, the eligibility of workers to stay at work can be judged, or their entitlement to promotion, or reduce or raise their grades and salaries, or even lay them off, because the worker is considered an element of production and a means to achieve the goals and strategies of the organization, so the organization must measure these human elements in its establishment of the tasks entrusted to it. (Sherwani, 2023)

As for performance measurement methods, two types of methods are usually used, the first is based on behavior while the second type is based on results and is divided into three groups:

1) Performance output quantity:

An objective measure of the quantity of performance output can be obtained if it is possible to determine the performance output, and determine the unit of its measurement, such as the number of units produced during a given time, or the number of rooms reserved for the receptionist in a hotel. (Badib, 2021)

2) Quality Output Performance:

One of the most important features of the service sector is the quality of service provided by the organization, in some cases it requires knowledge of the quality of service provided by the worker regardless of his speed in performance, and it must include a specific definition of quality. (Al-Shehri, 2019)

3) Quantity and quality output together:

Performance in this case is measured by devising a measure that combines quantity and quality together, and this measure is considered better in terms of including those metrics that reflect quantity and quality separately. (Duweikat, 2023)

2.3.8 Performance Management:

After the concept of performance management of modern administrative concepts that came as a result of serious trends in management science as a whole, and performance management has moved directly and focused to measure effectiveness in one way or another by investing the success achieved by the application of the concept of management by objectives or management by results with the early sixties of the last century. (Nasr, 2023)

Therefore, performance management can be defined as the organized method that relies on the approach of focusing on accurate data and information to manage and control the work of individuals in the work environment, while giving support or positive reinforcement special importance to raise performance levels to the highest extent possible. (Al-Rashidi, 2024)

2.3.9 Performance Management Objectives:

Performance management seeks to achieve a number of goals in order to improve the level of the organization as a whole by raising the level of employee performance, as follows: (Benhammou, 2022)

- Develop an information system on human resources performance and changes.
- Provide the opportunity to exchange information, opinions and experiences between working individuals and their leadership.
- Facilitate the process of supervisors directing and guiding human resources.
- Provide the right climate for negotiating problems.
- Focus on correcting performance and not using the concept of performance appraisal just for reward and punishment only.

- Continuous evaluation of the wrong performance before it turns into part of the behavior of the human resource.

2.3.10 Elements of performance management:

The elements of performance management are reflected on the employee directly, who in turn follows these elements in order to improve the level of performance of the organization as a whole, and the elements of performance management can be clarified in the following points:

1. Performance planning, including: (Balula, 2024)

- Setting goals: It is the first step in which goals are set in order to achieve them.
- Current performance analysis: through which the current level of performance in the organization is analyzed.
- Determine the desired performance: set the dimensions of performance level required to be achieved and reached.
- Criteria analysis: through which performance criteria are analyzed in order to measure the required level of performance.

2. Performance organization, including: (Al-Khodari, 2020)

- Responsibilities and tasks where tasks are distributed according to the job and the nature of experience.
- Communication channels between management and employees and between employees with each other in order to benefit from time and overcome bureaucracy in the organizational structure.
- Regulations and laws governing the workflow.

3. Performance guidance, including: (Sherwani, 2023)

- Simplify procedures as communication procedures and decision-making are simplified to save time.
- Guidance: At this stage, the performance of employees is followed up through continuous measurement of their performance and providing them with the necessary instructions to move towards achieving their goals by senior and middle management levels.
- Feedback: Feedback is relied on to take advantage of previous mistakes and experiences.
- Correction of errors: Through feedback, errors are corrected easily and in less time.
- Progress observation: In which the path of the performance curve and its direction towards achieving goals is measured and the amount of deviation or distance from it is identified.

4. Performance appraisal includes: (Badib, 2021)

- Performance deficiencies: At this stage, deficiencies are identified so that they can be addressed.
- Available skills: i.e. making the best use of the skills available to employees.
- Target skills: in which the skills to be reached are determined.
- Justice and satisfaction: Achieving justice and satisfaction among employees, which increases productivity and raises the level of performance of employees.
- Performance monitoring and documentation: In which the progress in the performance of employees is monitored and documented through a table that determines the previous level, the current level and the level to be reached.
- Reward positive behavior and progress towards goals: The reward system works to raise the level of performance of employees and improve productivity.

- Reaching the improvement of the performance of individuals and the organization: At this stage, the level of performance of both individuals and the organization is improved.

Chapter Three Study Methodology and Procedures

3.1 Introduction

This chapter deals with the field study by identifying the study methodology, the study population and sample, the study tool, data collection sources, statistical methods used in the study, and calculating the validity and stability of the study tool.

3.2 Research Methodology:

The research is based on a descriptive and analytical approach, as it focuses on examining the theoretical foundations related to the subject by reviewing the relevant Arab and foreign references. The research also includes the implementation of a field study consisting in distributing questionnaires to different categories of the selected sample.

3.3 Population and sample of the study

The study population was represented in the workers in the Crisis Management Department at the Ministry of Health, an applied study on the service sectors in the Kingdom of Saudi Arabia, and the study used the method of simple random samples to collect study data through the study tool represented in the questionnaire form, and the number of members of the study sample reached 350 individuals, who answered the questions of the questionnaire form.

3.4 Sources of data and information collection:

The study relies on two main sources in collecting data and information as follows:

- **Secondary sources:** Arabic and foreign books and references related to the subject of study, in addition to relying on previous research and studies, periodicals, scientific journals and articles
- **Primary sources:** The study relies on the questionnaire as the main tool in collecting data from its sources, which was specially designed for this purpose on Google Forms and sending its link to the study community

3.5 Statistical methods:

The research used the statistical program SPSS to analyze the study data using a set of statistical methods as follows:

- Vacornbach coefficient for calculating the level of stability of the study instrument
- Pearson's correlation coefficient to determine the level of internal consistency and the validity of the study tool and to identify the relationship between the study variables
- Ratios and frequencies to describe the characteristics of the study sample
- The arithmetic mean and standard deviation to describe the level of response of the study sample members to the statements of the study tool
- Simple linear regression equation to measure the effect between study variables

3.6 Study Tool

The questionnaire was worked on to suit the variables of the study by reviewing previous studies related to the subject of the study, as it consisted of two main sections:

- The first section: which is the part related to the demographic variables of the members of the study sample, which are: gender, age, academic qualification, and professional status,

- Section Two: The second section included paragraphs and dimensions that measure the variables of the independent and dependent study. It included phrases related to the independent variable (employee turnover) and included four dimensions (wages and performance, incentives and performance, employee needs, work environment) and included 20 phrases and phrases related to the dependent variable (organizational performance). An applied study on the service sectors in the Kingdom of Saudi Arabia, which included 10 statements, and the five-point Likert scale, which consists of very agree (5), agree (4), neutral (3), disagree (2), and very disagree (1) was used to answer the questions of the study axes.

The study divided the direction of approval of the study sample members on the statements of the study axes into levels by applying the following:

- ☒ Scale range = highest number in scale (5) – lowest number in scale (1) = 4
- ☒ Level range = scale range / number of levels (5) = 0.80

Table (1) Levels of approval of the study sample on the statements of the study tool

Level	Grade
Very low	1 – 1.79
Low	1.80 – 2.59
Medium	2.60 – 3.39
High	3.40 – 4.19
Very high	4.20 – 5.00

3.7 Believe the study tool

The validity of the questionnaire statements was calculated by determining the level of internal homogeneity by identifying the statistical significance of the Pearson correlation coefficients between the degree of the statement and the total degree of the axis to which the statement belongs, and the results were as follows:

First Theme: Staff Turnover

Table (2) Correlation coefficients for the first axis statements

M	Ferry	Pearson's correlation coefficient	Sig
Pay and performance			
1	I see that the current salaries are not commensurate with the amount of work and effort expended.	0.588**	0.000
2	My feeling of unfairness in the distribution of wages affects my desire to stay in the job.	0.687**	0.000
3	Poor wages compared to the labor market make me think about looking for another opportunity.	0.481**	0.000
4	The lack of periodic salary increases pushes some employees to resign.	0.607**	0.000
5	I feel that lucrative wages reduce the likelihood that employees will leave work.	0.646**	0.000

M	Ferry	Pearson's correlation coefficient	Sig
Incentives and performance			
6	The absence of incentives negatively affects the stability of employees within the organization.	0.778**	0.000
7	Material and moral incentives enhance the employee's belonging to the organization.	0.590**	0.000
8	I feel that a lack of appreciation and motivation leads an employee to consider quitting work.	0.782**	0.000
9	Having an effective incentive system that reduces employee turnover.	0.795**	0.000
10	Employees do not leave work if they feel there are real incentives associated with their performance.	0.488**	0.000
Employees' needs			
11	The organization's disregard for the psychological and social needs of employees pushes them to resign.	0.721**	0.000
12	Feeling that the institution doesn't care about my psychological well-being increases my desire to leave.	0.730**	0.000
13	Satisfying professional needs such as appreciation and respect reduces turnover.	0.529**	0.000
14	The lack of balance between the demands of work and personal life affects my stay in the job.	0.634**	0.000

M	Ferry	Pearson's correlation coefficient	Sig
15	Sometimes I feel like I'm just a number within the organization, which makes me think about quitting.	0.671**	0.000
Working Environment			
16	An unsupportive work environment increases the likelihood that employees will leave.	0.778**	0.000
17	Negative relationships between colleagues cause psychological stress that leads to the thought of resigning.	0.590**	0.000
18	Ineffective leadership creates a repellent environment for employees.	0.782**	0.000
19	Create a safe and healthy work environment that contributes to reducing employee turnover.	0.795**	0.000
20	My feeling of discomfort in the work environment is one of the reasons I want to leave the job.	0.488**	0.000

** Statistically significant at 0.01

It was found that all correlation coefficients for all staff turnover statements were statistically significant at a significant level less than (0.01), meaning that the staff turnover statements have the sincerity of internal consistency and are valid for study purposes.

Second Theme: Organizational Performance

Table (3) Correlation coefficients for second axis statements

M	Ferry	Pearson's correlation coefficient	Sig
1	The organization achieves its objectives efficiently and effectively.	0.694**	0.000
2	Tasks are carried out on time without delay.	0.709**	0.000
3	Employees work as a team to achieve the best performance.	0.649**	0.000
4	The overall performance of the organization reflects a high level of organization and professionalism.	0.725**	0.000
5	Available resources are used efficiently to achieve the best results.	0.652**	0.000
6	There are clear mechanisms to measure and improve functionality.	0.750**	0.000
7	Management constantly strives to develop employee performance through training and support.	0.448**	0.000
8	The organization adapts flexibly to changes and responds quickly to challenges.	0.649**	0.000
9	The performance of the institution reflects the satisfaction of customers or beneficiaries with the services provided.	0.630**	0.000
10	Employees are satisfied with their performance and strive for continuous improvement.	0.673**	0.000

** Statistically significant at 0.01

It was found that all correlation coefficients for all statements of the organizational performance axis were statistically significant at a significant level (0.01), which means that the organizational performance axis statements have the sincerity of internal consistency and are valid for study purposes.

3.8 Stability of the study instrument:

Cronbach alpha coefficient was calculated for the statements of the questionnaire axes and the results were as follows:

Table (4) Stability coefficient for the axes of the questionnaire form

axes	Alpha Cronbach Laboratories	Number of ferries
Staff turnover	0.850	20
Organizational performance	0.898	10
Total Questionnaire Form	0.929	30

It is found that the value of the stability coefficient Alpha is greater than 0.7 for all axes of the questionnaire form, which confirms the validity and correlation of the statements of the axes of the questionnaire and the high level of stability of the study tool, which allows the tool to be used for the purpose of the study.

Chapter Four: Analysis of results

4.1 Introduction

In this chapter, we will deal with the analysis of the study data by analyzing the questionnaire form, identifying the characteristics of the study sample, analyzing the study axes, and testing the study hypotheses in order to achieve the objectives of the study and reach the results and recommendations of the study.

4.2 Characteristics of the study sample

Table (5) Distribution of Study Sample According to its Characteristics

Property	Categories	Number	%
Gender	male	250	71.4
	female	100	28.5
lifetime	Under 25 years old	60	17.1
	From 25 to less than 35 years old	100	28.5
	From 35 to less than 45 years old	100	28.5
	years and above 45	90	25.7
Qualification	secondary	90	25.7
	Bachelor	130	37.1
	Master	100	28.5
	Doctor	30	8.5
Professional status	manager	150	42.8
	Deputy Director	120	34.2
	Head of Department	80	22.8

4.3 Analysis of the questionnaire form

❖ First Theme: Staff Turnover

1- Pay and performance

Table (6) Arithmetic Mean, Standard Deviation, Ranking and Level of Approval of Wages and Performance Statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
I see that the current salaries are not commensurate with the amount of work and effort expended.	4.253	0.683	4	Very high
My feeling of unfairness in the distribution of wages affects my desire to stay in the job.	4.276	0.766	2	Very high
Poor wages compared to the labor market make me think about looking for another opportunity.	4.198	0.773	5	High
The lack of periodic salary increases pushes some employees to resign.	4.372	0.564	1	Very high
I feel that lucrative wages reduce the likelihood that employees will leave work.	4.273	0.775	3	Very high
Average	4.274	0.712	High	

The statements of wages and performance were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample it

was found that the phrase (the absence of periodic increases in salary pushes some employees to resign) is the most important phrase with a value of 4.372 and a standard deviation of 0.564 and a very high degree of approval while the phrase (weak wages compared to the labor market makes me think about looking for another opportunity) is the least important phrase with a value of 4.198 and a standard deviation of 0.773 With a high degree of approval and when studying the statements of wages and performance, it was found that four phrases are at the very high level of approval and one phrase at the high level of approval, which shows the existence of a very high level of wages and performance as one of the dimensions of employee turnover, where the value of the arithmetic mean was 4.274 with a standard deviation of 0.712

2- Incentives and performance

Table (7) Arithmetic mean, standard deviation, ranking, level of approval of incentive statements and performance

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The absence of incentives negatively affects the stability of employees within the organization.	4.359	0.709	2	Very high
Material and moral incentives enhance the employee's belonging to the organization.	4.161	0.758	5	High
I feel that a lack of appreciation and motivation leads an employee to consider quitting work.	4.253	0.659	4	Very high
Having an effective incentive system that reduces employee turnover.	4.396	0.634	1	Very high

Employees do not leave work if they feel there are real incentives associated with their performance.	4.315	0.615	3	Very high
Average	4.297	0.675	Very high	

The statements of incentives and performance were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample it was found that the phrase (the existence of an effective incentive system reduces the rate of employee turnover) is the most important phrase with a value of 4.396 and a standard deviation of 0.634 and a very high degree of approval, while the phrase (material and moral incentives enhance the employee's belonging to the institution) is the least important phrase with a value of 4.161 and a standard deviation of 0.758 With a high degree of approval and when studying the expressions of incentives and performance, it was found that four phrases are at the very high level of approval and one phrase at the high level of approval, which shows the existence of a very high level of incentives and performance as one of the dimensions of employee turnover, where the value of the arithmetic mean was 4.297 with a standard deviation of 0.675

3- Employees' needs

Table (8) Arithmetic Mean, Standard Deviation, Ranking and Level of Approval of

Employees' Needs Statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The organization's disregard for the psychological and social needs of employees pushes them to resign.	4.375	0.564	3	Very high

Feeling that the institution doesn't care about my psychological well-being increases my desire to leave.	4.453	0.539	1	Very high
Satisfying professional needs such as appreciation and respect reduces turnover.	4.391	0.633	2	Very high
The lack of balance between the demands of work and personal life affects my stay in the job.	4.266	0.731	4	Very high
Sometimes I feel like I'm just a number within the organization, which makes me think about quitting.	4.216	0.773	5	Very high
Average	4.340	0.648	Very high	

The statements of the needs of employees were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample, it was found that the phrase (feeling that the institution does not care about my psychological comfort increases my desire to leave) is the most important phrase with a value of 4.453 and a standard deviation of 0.539 and with a very high degree of approval while the phrase (sometimes I feel that I am just a number within the organization, which pushes me to think about resigning) is the least important phrase with a value of 4.216 and a standard deviation 0.773 with a high degree of approval and when studying the expressions of the needs of employees, it was found that all the statements are at a very high level of approval, which shows the existence of a very high level of employee needs as one of the dimensions of employee turnover, where the value of the arithmetic mean was 4.340 with a standard deviation of 0.648

4- Working Environment

Table (9) Arithmetic mean, standard deviation, ranking and level of approval of work

environment statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
An unsupportive work environment increases the likelihood that employees will leave.	4.359	0.709	2	Very high
Negative relationships between colleagues cause psychological stress that leads to the thought of resigning.	4.161	0.758	5	High
Ineffective leadership creates a repellent environment for employees.	4.253	0.659	4	Very high
Create a safe and healthy work environment that contributes to reducing employee turnover.	4.396	0.634	1	Very high
My feeling of discomfort in the work environment is one of the reasons I want to leave the job.	4.315	0.615	3	Very high
Average	4.297	0.675	Very high	

The work environment statements were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample. It was found that the phrase (I see the creation of a safe and healthy work environment that contributes to reducing the turnover rate of employees) is the most important statement with a value of 4.396 and a standard deviation of 0.634 and a very high degree of approval, while the phrase (negative relationships between colleagues cause psychological pressure that leads to thinking about resignation) is the least important phrase with a value of 4.161 and a standard deviation 0.758 with

a high degree of approval and when studying the phrases of the work environment, it was found that four phrases in the very high level of approval and one phrase in the high level of approval, which shows the existence of a very high level of work environment as one of the dimensions of employee turnover, where the value of the arithmetic mean was 4.297 with a standard deviation of 0.675

❖ Second Theme: Organizational Performance

Table (10) Arithmetic mean, standard deviation, ranking and level of approval of organizational performance statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The organization achieves its objectives efficiently and effectively.	4.169	0.953	3	High
Tasks are carried out on time without delay.	4.076	0.796	7	High
Employees work as a team to achieve the best performance.	4.091	0.855	5	High
The overall performance of the organization reflects a high level of organization and professionalism.	4.154	0.678	4	High
Available resources are used efficiently to achieve the best results.	4.010	0.754	8	High
There are clear mechanisms to measure and improve functionality.	3.982	0.780	9	High

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
Management constantly strives to develop employee performance through training and support.	4.078	0.764	6	High
The organization adapts flexibly to changes and responds quickly to challenges.	3.917	0.907	10	High
The performance of the institution reflects the satisfaction of customers or beneficiaries with the services provided.	4.221	0.667	2	Very high
Employees are satisfied with their performance and strive for continuous improvement.	4.250	0.596	1	Very high
Average	4.095	0.775	High	

Organizational performance statements were ranked in terms of the degree of materiality (the value of the largest arithmetic mean) from the point of view of the study sample shows that the phrase (employees are satisfied with their performance and strive for continuous improvement.) is the most important statement with a value of 4.250 and a standard deviation of 0.596 with a very high approval score while the statement "the organization adapts flexibly to changes and responds quickly to challenges" was the least important statement with a value of 3.917 and a standard deviation of 0.907 With a high degree of approval, when studying the statements of organizational performance, it was found that two statements are at the very high level of approval and eight statements at the level of approval, which shows the high level of organizational performance in the

health facilities of the Ministry of Health in the Kingdom of Saudi Arabia Ltd., where the value of the arithmetic average was 4.095 with a standard deviation of 0.775.

4.4 Hypothesis test

- ❖ **Main hypothesis:** There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for employee turnover in its dimensions (wages and performance, incentives and performance, employee needs, work environment) on organizational performance, an applied study on the service sectors in the Kingdom of Saudi Arabia.

Table (11) Results of the simple linear regression model of the impact of employee turnover on organizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.769	0.592	**553.350	**23.523	0.992

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (11) shows that there is a statistically significant direct effect of the level of employee turnover in its dimensions (wages and performance, incentives and performance, employee needs, work environment) on organizational performance, an applied study on the service sectors in the Kingdom of Saudi Arabia at the level of 0.05, where the value of (Sig F) = 0.000, which is a value less than 0.05, meaning that the calculated F value is greater than the F value Tabular and it was found that there is a strong positive correlation with statistical significance between employee turnover in its dimensions (wages and performance, incentives and performance, employee needs, work

environment) on organizational performance An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (employee turnover) explains 76.9% of the changes that occur in the dependent variable (organizational performance).) and that the rest of the changes are due to other variables that were not included in the model and it was found that the higher the level of employee turnover by 1%, the higher the level of employee turnover in its dimensions (wages and performance, incentives and performance, the needs of employees, work environment) on organizational performance An applied study on the service sectors in the Kingdom of Saudi Arabia by 0.446%, which shows the invalidity of the main hypothesis of the study.

❖ **The first sub-hypothesis:** There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for strategic planning on organizational performance, an applied study on the service sectors in the Kingdom of Saudi Arabia.

Table (12) Results of the simple linear regression model for the impact of wages and performance on organizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.746	0.557	**480.129	**21.912	0.361

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (12) shows that there is a statistically significant direct effect of the level of wages and performance on organizational performance, an applied study on the service sectors in the Kingdom of Saudi Arabia at the level of 0.05, where the value of (Sig F) = 0.000, which is a value less than 0.05,

meaning that the calculated F value is greater than the tabular F value , and it was found that there is a strong statistically significant direct correlation between wages and performance On organizational performance An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (wages and performance) explains 55.7% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the higher the level of wages and performance by 1%, the greater the level of Strategic planning on organizational performance An applied study on the service sectors in the Kingdom of Saudi Arabia by 0.361%, which shows the invalidity of the first sub-hypothesis of the study.

❖ **Second sub-hypothesis:** There is no statistically significant effect at the level of ($\alpha \leq 0.05$) For effective communication on Organizational performance - an applied study on the service sectors in the Kingdom of Saudi Arabia

Table (13) Results of the simple linear regression model for the impact of incentives and performance on organizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.694	0.481	**354.427	**18.826	0.337

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (13) shows that there is a statistically significant direct effect of the level of incentives and performance on organizational performance, an applied study on the service sectors in the Kingdom of Saudi Arabia at the level of 0.05, where the value of (Sig F) = 0.000, which is a value less

than 0.05, meaning that the calculated F value is greater than the value of F Tabular and it turned out that there is a strong positive correlation with statistical significance between incentives and performance on organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05. It turned out that the independent variable (incentives and performance) explains 48.1% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of incentives and performance. By 1%, the organizational performance of an applied study on the service sectors in the Kingdom of Saudi Arabia increased by 0.337%, which shows the invalidity of the second sub-hypothesis of the study.

❖ **Third sub-hypothesis:** There is no statistically significant effect at the level of ($\alpha \leq 0.05$) the needs of employees on organizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia

Table (14) Results of the simple linear regression model for the impact of employees' needs on organizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.650	0.422	**279.317	**16.713	0.294

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (14) shows that there is a statistically significant direct effect of the level of employees' needs on organizational performance, an applied study on the service sectors in the Kingdom of

Saudi Arabia at the level of 0.05, where the value of (Sig F) = 0.000, which is a value less than 0.05, meaning that the calculated F value is greater than the value of F Tabular and it turned out that there is a strong positive correlation of statistical significance between the needs of workers on organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05. It turned out that the independent variable (the needs of employees) explains 42.2% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of employees' needs, by 1%, the level of organizational performance of an applied study on the service sectors in the Kingdom of Saudi Arabia increased by 0.294%, which shows the invalidity of the third sub-hypothesis of the study.

❖ **Fourth sub-hypothesis:** There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for evaluation and continuous improvement on organizational performance, an applied study on the service sectors in the Kingdom of Saudi Arabia

Table (15) Results of the linear regression model of the impact of the work environment on organizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.694	0.481	**354.427	**18.826	0.337

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (15) shows that there is a statistically significant direct effect of the level of the work environment on organizational performance. An applied study on the service sectors in the Kingdom

of Saudi Arabia at the level of 0.05 where the value of (Sig F) = 0.000, which is a value less than 0.05, meaning that the calculated F value is greater than the tabular F value and it was found that there is a strong positive correlation with statistical significance between the work environment and organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05. It turns out that the independent variable (work environment) explains 48.1% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of the work environment by 1%, the greater the level of organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia by 0.337%, which shows the invalidity of the fourth sub-hypothesis of the study.

Chapter Five: Findings, recommendations and proposals

5.1 Introduction

In this chapter, we will address the results of the study through the analysis of data related to the axes of the study, which were obtained through the questionnaire tool represented in the questionnaire form and the test of the study hypotheses in order to achieve the objectives of the study, as well as the chapter deals with a set of recommendations recommended by the study and a set of proposals for studies and research that can be conducted in the future.

5.2 Results of the study

- ✓ The presence of a very high level of wages and performance as one of the dimensions of employee turnover, where the value of the arithmetic mean was 4.274 with a standard deviation of 0.712
- ✓ The presence of a very high level of incentives and performance as one of the dimensions of employee turnover, where the value of the arithmetic mean was 4.297 with a standard deviation of 0.675
- ✓ The presence of a very high level of workers' needs as one of the dimensions of employee turnover, where the value of the arithmetic mean was 4.340 with a standard deviation of 0.648
- ✓ The presence of a very high level of work environment as one of the dimensions of employee turnover, where the arithmetic mean value was 4.297 with a standard deviation of 0.675
- ✓ The high level of organizational performance in the health facilities of the Ministry of Health in the Kingdom of Saudi Arabia Ltd ., where the value of the arithmetic average reached 4.095 with a standard deviation of 0.775.

- ✓ The existence of a strong positive correlation with statistical significance between employee turnover in its dimensions (wages and performance, incentives and performance, employee needs, work environment) on organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05 It turns out that the independent variable (employee turnover) explains 76.9% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the higher the level of employee turnover by 1%, the higher the level of employee turnover in its dimensions (wages and performance, incentives and performance, the needs of employees, work environment) on organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia by 0.446%, which shows the invalidity of the main hypothesis of the study.
- ✓ The existence of a strong positive correlation with statistical significance between wages and performance on organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (wages and performance) explains 55.7% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of wages and performance By 1%, the level of strategic planning on organizational performance increased by an applied study on the service sectors in the Kingdom of Saudi Arabia by 0.361%, which shows the invalidity of the first sub-hypothesis of the study.
- ✓ The existence of a strong positive correlation with statistical significance between incentives and performance on organizational performance. An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (incentives and performance) explains 48.1% of the changes that occur in the dependent

variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of incentives and performance By 1%, the organizational performance of an applied study on the service sectors in the Kingdom of Saudi Arabia increased by 0.337%, which shows the invalidity of the second sub-hypothesis of the study.

- ✓ The existence of a strong positive correlation with statistical significance between the needs of workers on organizational performance An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (the needs of employees) explains 42.2% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the higher the level of employees' needs by 1%, the greater the level ofOrganizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia by 0.294%, which shows the invalidity of the third sub-hypothesis of the study.
- ✓ The existence of a strong positive correlation with statistical significance between the work environment on organizational performance An applied study on the service sectors in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (work environment) explains 48.1% of the changes that occur in the dependent variable (organizational performance) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of the work environment by 1%, the greater the level ofOrganizational performance: An applied study on the service sectors in the Kingdom of Saudi Arabia by 0.337%, which shows the invalidity of the fourth sub-hypothesis of the study.

5.3 Recommendations

- ✓ Enhance occupational performance within the Services Company by integrating it into the overall vision and long-term goals of the organization.
- ✓ Adopting a comprehensive preventive approach to organizational performance by establishing specialized committees to assess and analyze potential risks in the Service work environment.
- ✓ Improving the physical and psychological work environment for workers in the Service sectors, in order to ensure the reduction of occupational stress and job burnout.
- ✓ Enhance occupational pay and performance within service sectors by integrating it into the overall vision and long-term goals of the organization.
- ✓ Raising the efficiency of health workers within the company by organizing continuous training programs.
- ✓ Improving the physical and psychological work environment for workers in the service sector, in order to ensure the reduction of occupational stress and job burnout.

5.4 Propositions

- Conducting similar studies in other Service sectors such as border guards or vital installations, to compare the results of the study and disseminate the results.
- Expanding the study to include Service companies in the private and public sectors to verify the different role of health management in each.
- Proposing the development of an administratively independent internal occupational health and safety unit within the organizational structure of the National Company for Service Services.
- Applying mental health programs in the Service work environment, especially for workers in locations with high stress and frequent risks.
- Linking organizations performance and job motivation as a future research focus, to see the extent to which an organization's performance affects employee satisfaction.
- Use advanced statistical models (such as path analysis or structural modeling SEM) to study mediating effect in a deeper way.
- Calling on the regulatory authorities to adopt unified occupational health standards in the Service sector commensurate with the specificity of the nature of work.
- Proposing the development of an operational manual for each service sectors.
- Periodically survey employees' opinions on the work environment and organizational performance to discover gaps and make data-driven decisions.

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Appendices

Questionnaire Form

Peace, mercy, and blessings of Allah be upon you,

Dear Sir / Madam,

Greetings,

The researchers are conducting a study on measuring the impact of **[Impact of Employee Turnover on Organizational Performance in Service Sectors in Saudi Arabia]**.

Given your scientific knowledge and practical experience related to the subject, we kindly request your support and cooperation in providing relevant information for research purposes by sharing your opinion and selecting the responses that best reflect your perspective.

We extend our sincere thanks and appreciation for your valuable time and effort in completing this questionnaire. Please note that all information provided will be treated with the utmost confidentiality and will be used solely for the purposes of this study. The results of the research will be shared with you upon its completion, God willing.

With our highest respect and appreciation,

Section One: Personal Information

Gender:

☐ Male

☐ Female

Age:

☐ 25 years or below

☐ 25 – 35 years

☐ 35 – 45 years

☐ 45 years or above

Educational Qualification:

☐ Secondary

☐ Bachelor

☐ Master

☐ Doctor

Professional status:

☐ manager

☐ Deputy Director

☐ Head of Department

Second Axis of the Questionnaire

☒ **First Axis: Staff Turnover, put a check mark (√) on your help belt:**

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Pay and performance					
I see that the current salaries are not commensurate with the amount of work and effort expended.					
My feeling of unfairness in the distribution of wages affects my desire to stay in the job.					
Poor wages compared to the labor market make me think about looking for another opportunity.					
The lack of periodic salary increases pushes some employees to resign.					
I feel that lucrative wages reduce the likelihood that employees will leave work.					
Incentives and performance					
The absence of incentives negatively affects the stability of employees within the organization					

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Material and moral incentives enhance the employee's .belonging to the organization					
I feel that a lack of appreciation and motivation leads an employee to consider quitting .work					
Having an effective incentive system that reduces employee .turnover					
Employees do not leave work if they feel there are real incentives associated with .their performance					
Employees' needs					
The organization's disregard for the psychological and social needs of employees .pushes them to resign					
Feeling that the institution doesn't care about my					

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
psychological well-being .increases my desire to leave					
Satisfying professional needs such as appreciation and .respect reduces turnover					
The lack of balance between the demands of work and personal life affects my stay in .the job					
Sometimes I feel like I'm just a number within the organization, which makes me .think about quitting					
Working Environment					
An unsupportive work environment increases the likelihood that employees will .leave					
Negative relationships between colleagues cause psychological stress that leads .to the thought of resigning					

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Ineffective leadership creates a repellent environment for employees					
Create a safe and healthy work environment that contributes to reducing employee turnover					
My feeling of discomfort in the work environment is one of the reasons I want to leave the job					

☒ **First Axis: Organizational Performance, put a check mark (✓) on your help belt:**

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The organization achieves its objectives efficiently and effectively					
Tasks are carried out on time without delay					
Employees work as a team to achieve the best performance					
The overall performance of the organization reflects a high level of organization and professionalism					
Available resources are used efficiently to achieve the best results					
There are clear mechanisms to measure and improve functionality					

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Management constantly strives to develop employee performance through training and support					
The organization adapts flexibly to changes and responds quickly to challenges					
The performance of the institution reflects the satisfaction of customers or beneficiaries with the services provided					
Employees are satisfied with their performance and strive for continuous improvement					

جامعة ميد أوشن



كلية الإدارة

قسم/تخصص إدارة المخاطر

أثر دوران الموظفين على الأداء التنظيمي في قطاعات الخدمات في المملكة

العربية السعودية

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2025 – 1447